

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

National Intelligence Officers

NFAC #1637-81

23 March 1981

MEMORANDUM FOR: Warning Working Group
FROM : Assistant National Intelligence Officer
for Warning
SUBJECT : Meeting

1. The Warning Working Group met at 1315 on Friday, 13 March in the NMIC Conference room, Pentagon. In attendance were:

Dick Lehman, NIO/W - Chairman

[redacted] DIA
[redacted], DIA

Dick Kerr, CIA
Bob Martin, State/INR

[redacted] NSA
Peter Oleson, DoD

[redacted] CTS

[redacted] RMS
[redacted] SWS
[redacted], A/NIO/W

2. The first item of business was the future role of the SWS. [redacted] briefed the recommendations of a WWG sub-committee study. [redacted] then presented the SWS position. A round table discussion then ensued.

[redacted] opined:

-- The Staff should not be moved to [redacted] It needs analytical support available at DIA or Langley; either location would be suitable.

-- If the Staff leaves the Pentagon, he could not guarantee continuation of DIA personnel. Only Gen. Tighe could decide whether or not to transfer the slots.

CONFIDENTIAL

DERIVATIVE CLEBY [redacted]
☐ DECL ☒ REVW ON 23 Mar 2001

DERIVED FROM B9c(3)

SUBJECT: Meeting

NFAC #1637-81
23 March 1981

-- He had mixed emotions over publication policy. Alternatives with no emphasis on the most likely outcome are of little use to the military, but perhaps are valuable to other consumers.

-- A more systematic approach to political and economic indicators is badly needed.

Dick Kerr:

25X1

-- Agreed [] was the worst choice of a location.

-- Questioned the need for a separate analytic group. He felt the problem might be one of managers not asking the right questions of our large analytical base. If the Staff was to serve as a prod to ask the right questions, it must have the ability to task the various agencies to answer.

-- Questioned whether a better approach would be to address implications and work backwards.

25X1

[] agreed that forcing answers to the right questions was key.

25X1

[] also agreed that asking the right questions of line organizations was of prime importance.

Bob Martin said:

-- He had no problem with locating the Staff at Langley.

-- The Staff's analysts must get out around town and talk to other analysts, to ensure that all possibilities--even unlikely ones--get considered. The process is important, not the product. No scenario must be overlooked. It is not necessary to publish to be the "conscience".

-- He also clarified State's position on manning; a mix of permanent cadre and rotational tours would be optimum.

25X1

[]

25X1

-- Agreed that [] was a bad choice of location.

SUBJECT: Meeting

NFAC #1637-81
23 March 1981

-- Would like to see more of a management function outside the purely substantive role the Staff now fulfills.

Peter Oleson pointed out that:

-- DCID 1/5 makes the NIO/W responsible, thus he should decide how best to utilize his personnel.

-- Close coupling with DIA is mandatory.

Dick Lehman stated:

-- That he is unhappy with the amount of attention his staff has been able to devote to the non-substantive areas of DCID 1/5.

-- That he sees some advantage to semi-autonomy in substantive areas.

-- That the primary job of the warning organization is to provide a conscience to the Community.

The Chairman then said he thought the consensus was:

-- Emphasis should be on management, both substantive (ask the right questions) and non-substantive (resources and planning).

-- Less weight should be placed on independence and more on supporting the NIO/W.

He will draft a paper to Adm. Inman for WWG approval which will:

-- Present the consensus, and

-- Reflect [] thoughts for balance.

3. Following the discussion on the SWS, [] presented a short briefing on the DIA warning organization. The WWG then toured the NMIC Alert Center and was given a demonstration []

25X1

25X1

25X1

All Portions of this Memorandum
are Classified CONFIDENTIAL

-3-

CONFIDENTIAL

CONFIDENTIAL

Approved For Release 2004/12/22 : CIA-RDP83B01027R000100110023-0

NFAC #1637-81
23 March 1981

SUBJECT: Meeting

Distribution:

- 1 - each WWG member
- 1 - SA/CI
- 1 - NIO/W
- 1 - A/NIO/W Chrono ✓
- 1 - WWG File
- 1 - NFAC Registry

-4-

CONFIDENTIAL

Approved For Release 2004/12/22 : CIA-RDP83B01027R000100110023-0